



A healthy local food system
that works for all people.

Food Policy Council of Buffalo & Erie County

Strategic Plan 2021 – 2023



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Introduction

2020 is an important year for the Food Policy Council of Buffalo and Erie County. 2020 will be remembered as the year of COVID-19, which has had profound impacts on our society, our economy, our local community, and our personal health and wellness. The COVID-19 crisis also has revealed the inherent disparities and weaknesses in our Food Systems. We are seeing firsthand why it is so important to have an active and effective Food Policy Council to build and strengthen a sustainable and just regional food system.

Albert Einstein once said, “In the midst of every crisis, lies great opportunity.” Given the COVID crisis as a backdrop, it is appropriate and noteworthy that the FPC will adopt both a Food Action Plan and a Strategic Plan. The Food Action Plan is a roadmap for local governments, agencies, institutions, businesses, residents, and community groups to establish best practices and strive for a more sustainable and equitable food system. The Food Action Plan provides outward direction for the FPC to achieve our mission, while this Strategic Plan provides the internal structure and guidance to strengthen the FPC to deliver on the Food Action Plan.

The FPC is very much looking forward to making a difference over the next 3 years!

Background: Food Policy Council of Buffalo & Erie County

The Food Policy Council (FPC) was the fruit of the efforts of a variety of groups, including the City of Buffalo Community Garden Task Force, and the Erie County Agricultural and Farmland Protection Board, among many others. A Food Policy Summit was held in September of 2011, resulting in discussion about the need for an FPC by Erie County and the City of Buffalo. This community interest sparked the creation of a steering committee to investigate and suggest ways to make the FPC a reality. The steering committee was comprised of Jessie Gouck (from Healthy Kids, Healthy Neighborhoods); Sean Mulligan (staff to City Council member David Rivera); and Samina Raja (University of Buffalo Professor of Urban Planning and principal

investigator of the Food Systems Planning and Healthy Communities Lab). The steering committee began to meet in June 2012 and made its recommendations in January 2013. On May 13, 2013, The Board of Health unanimously voted to create the FPC as a sub-commission of the Erie County Board of Health.



In creating the FPC, consideration of whether it would be most effective as a freestanding entity or would be more strongly positioned within a branch of government, were key considerations. Affiliation with a government entity seemed to offer the greatest stability and clout. A variety of potential locations were considered, and ultimately, the decision was to base the FPC with the County Department of Health because of its focus on health and because of its relationship with the Board of Health, an organization that can develop laws and regulations for the health of Erie County residents. As other County and City units were also vital to food policy, (for example the Erie County Department of Environment and Planning), they were incorporated as members of the FPC.

It was also recommended that some FPC members be appointed as representatives of particular organizations, and at least 50% be stakeholders from diverse aspects of the community. It was also recommended the FPC have staff for operations.

The primary purpose of the FPC was to protect and improve the local food system. In March of 2013, this original mission statement was adopted:

“The Buffalo and Erie County Food Policy Council strives to build and strengthen a sustainable and just regional food system through policy recommendations, awareness, education, and advocacy.”

As an example of the work that the FPC works toward, they collaborated with local urban farmers to support the Greater Buffalo Urban Growers Pledge, a commitment to best practices for environmental protection, which includes soil testing and other measures for food and soil safety.

As this strategic plan was being developed, the Food Policy Council was developing their Food Action Plan. Since so much of the direction for the Food Policy Council was outlined in that plan, it was agreed that this strategic plan would primarily focus on strengthening the organization to deliver on the Food Action Plan successfully.

Special thanks to General Mills Foundation, United Way of Buffalo & Erie County, and the Wellness Institute for funding and support for this strategic plan.

Timeline

This document provides the background information and the details of the 2021 – 2023 Strategic Plan of the Food Policy Council of Buffalo & Erie County (FPC).

The timeline for this strategic plan is as follows:

Year 1: January 1 – December 31, 2021

Year 2: January 1 – December 31, 2022

Year 3: January 1 – December 31, 2023

Strategic Planning Participants/Dates/Process

The Food Policy Council of Buffalo & Erie County secured the services of Mary Beth Debus, President of Program Savvy Consulting (www.programsavvy.com) to facilitate the strategic planning process. The agreed upon process was to include core group members to work with Program Savvy Consulting on logistics and general direction and then to develop the strategic plan with involvement of the full FPC, with participation as members could throughout the process. Mary Beth Debus facilitated all meetings. She was assisted by the FPC's intern, Maggie Anderson.

Strategic Planning Group:

Those with an asterisk (*) were also members of the Core Team.

Dan Castle, Erie County Department of Environment and Planning

Michael Chase, Erie County Department of Health*

Allison DeHonney, Urban Fruits & Veggies and Consumer Advocate *

Robert Free, Be Our Guest, F&B Operations

Sarah Gatti, Erie County Department of Environment and Planning

Sarah Herbst, Perrigo Company LLC

Matthew Kauffman, 5 Loaves Farm

Lucia Leone, University at Buffalo

Beth Machnica, Buffalo Niagara Medical Campus

Della Miller, Foodlink 716

Kathleen Peterson, City of Buffalo Mayor's Office of Strategic Planning

Antonina Simeti, Buffalo Purchasing Initiative

James Strusienski, Erie County Department of Senior Services

Patricia Watson, Consumer Advocate for Seniors*



The following outlines the process taken to develop the Strategic Plan. All meetings were conducted on Zoom.

Dates	Activity	Description
March 31, 2020	Planning with Core Team	<ul style="list-style-type: none"> Mary Beth met with Core Team to begin planning process for engaging FPC in strategic planning.
April 14, 15, 16, and 22, 2020	Focus Groups with FPC Members	<ul style="list-style-type: none"> Mary Beth met with groups of 2 – 4 to discuss strengths and challenges of the FPC and thoughts on direction needed.
April 29, 2020	Debrief with full FPC	<ul style="list-style-type: none"> Mary Beth presented at FPC meeting to review outcomes of Focus Groups and get initial feedback.
Early May	Survey	<ul style="list-style-type: none"> FPC members replied to a Survey Monkey to share their thoughts on initial work.
May 15, 2020	Meeting with Core Team	<ul style="list-style-type: none"> Results of Survey shared with Core Team. Discussed context for Strategic Plan in relation to Food Action Plan.
May 22, 2020	Orientation for Intern	<ul style="list-style-type: none"> Maggie Anderson was selected as an Intern for the FPC. Mary Beth oriented her to the work of the strategic planning process to date and discussed ways for her to be involved.
May 27, 2020	Debrief with full FPC	<ul style="list-style-type: none"> Shared the results from the Survey Monkey. Discussed and agreed to areas needing direction. Shared plan for advancing work.
June 2, 2020	Meeting with Core Team	<ul style="list-style-type: none"> Discussed options for Stakeholder involvement.
June 15, 2020	Mission Development	<ul style="list-style-type: none"> Most of the FPC met to develop the Mission Statement for the FPC.
June 22, 2020	Vision Development	<ul style="list-style-type: none"> Most of the FPC met to develop the Vision Statement for the FPC.

June 29, 2020	Vision and Core Values Development	<ul style="list-style-type: none"> • Most of the FPC met to complete the Vision Statement for the FPC. • Ideas for the Core Values for the FPC were explored.
July 16, 2020	Core Values Defined and Assumptions Identified	<ul style="list-style-type: none"> • The Core Values of the FPC were identified and defined. • Assumptions for the FPC were identified.
July 20, 2020	SWOT Analysis	<ul style="list-style-type: none"> • Previous work completed on the SWOT Analysis was reviewed and edited.
July 23, 2020	Review of Foundational Work	<ul style="list-style-type: none"> • Members of the FPC met to review all work to date and make any final edits and suggestions.
July 29, 2020	Voting on Foundational Work	<ul style="list-style-type: none"> • Food Policy Council agreed that the work completed to this point in process reflects the FPC.
August 11, 2020	Review of Food Action Plan	<ul style="list-style-type: none"> • The Food Action Plan was reviewed for potential Strategic Priorities for the Strategic Plan.
August 17, 2020	Review of Foundational Work	<ul style="list-style-type: none"> • The Mission, Vision, Core Values, Assumptions, and SWOT Analysis were reviewed for potential Strategic Priorities for the Strategic Plan.
August 27, 2020	Selection of Draft Strategic Priorities	<ul style="list-style-type: none"> • The previous work resulted in two key strategic priorities and initial goals and measurements.
September 3, 2020	Review of Draft Strategic Priorities	<ul style="list-style-type: none"> • With a small group of the FPC, a draft of the Strategic Priorities, Goals, Objectives, dates, resources, owners, teams and Lag and Lead measures was reviewed.
September 14, 2020	Review of Draft Strategic Priorities	<ul style="list-style-type: none"> • With the remainder of the FPC, a draft of the Strategic Priorities, Goals, Objectives, dates, resources, owners, teams and Lag and Lead measures was reviewed.
(Week of) September 14, 2020	Editing of Strategic	<ul style="list-style-type: none"> • With a small group of the FPC, a close review and editing was completed.

	Priority sections	
September 23 and October 1, 2020	Final review and editing	<ul style="list-style-type: none"> A final draft of the Strategic Plan was reviewed with opportunity for final edits
Month of October	Final edits and formatting	<ul style="list-style-type: none"> Mary Beth worked with Core Team to finalize content and sent to graphic designer for final formatting.
October 28, 2020	Approval of Strategic Plan	<ul style="list-style-type: none"> At a full FPC meeting, the Strategic Plan was adopted.

Definitions

Committee: A permanent group working within the Food Policy Council

Working Group: A temporary, time-restricted group working on a special project of the Food Policy Council, including as part of the Food Action Plan

Food System: The entire food environment from seedling to waste and includes consumers, producers, processors, distributors, and retailers

Food Action Plan: A road map for local governments, agencies, institutions, businesses, residents, and community groups that can enable these groups to institute best practices and strive for a more sustainable and equitable food system.

Food Policy Council Committees and Working Groups

Committees of the Food Policy Council referenced in this document:

Executive – consists of the Officers of the FPC and are accountable for setting direction and managing the operations of the FPC

Governance – accountable for establishing bylaws and operational guidelines for how the FPC operates

Outreach – accountable for building strategic relationships with other organizations and efforts in the community

Recruitment – accountable for recruiting members to the Food Policy Council and the Working Groups of the Food Action Plan

Food Action Plan – originally chartered to create the Food Action Plan, they now oversee the progress toward the Food Action Plan objectives and serve as a liaison to the FPC and Food Action Plan Working Groups

The following lists the Six Priority Areas of the Food Action Plan and the primary goal of each. Each Priority Area has a Working Group which will report into the FPC:

Agriculture – support and enhance agricultural programs and policies

Economic Development - support efforts to develop a diverse, equitable, and sustainable food economy and promote food systems as an economic engine

Education - raise general awareness about local and healthy foods, alongside the multi-cultural history of farming, by fostering education in the schools and offering learning opportunities and programs in the public and private sector and to elected representatives and public officials

Environment and Climate Change - advocate for policies & programs that ensure a healthy and sustainable relationship between food production, consumption and disposal; while aiming to improve efficiency and reduce consumption of natural resources

Food Access - Advocate for policies and programs that help ensure equitable access to healthy, affordable food through increased food availability and accessibility

Health - advocate for policies and programs that help ensure healthy food is available, accessible, affordable, and acceptable for all communities.



Mission Statement

To advocate for an equitable and sustainable food system for the people of Buffalo and Erie County.

Vision Statement

A healthy local food system that works for all people.

Core Values



Responsive

Addressing community needs with a solution-driven process



Collaborative

Creating synergies and building partnerships to ensure all voices are heard

Assumptions

We have made the following assumptions which we believe are relevant to the next three years, and influenced what we chose as our Strategic Priorities:

1. The FPC will continue its affiliation with Erie County Department of Health in the near term.
2. Grant funding will be more competitive.
3. We will need to find models of financial support to continue our efforts.
4. Several WNY philanthropic organizations will facilitate and support a 9 county discussion on regional food systems.
5. There will be continued momentum for the Food Policy Council of Buffalo & Erie County.
6. The FPC will be called upon to support the creation of other municipal or county food policy councils.
7. Equitable food access will continue to be a challenge.
8. Efforts to support local food systems will be elevated.
9. Purchasing local foods will continue to grow in importance to consumers.
10. Food is going to become more expensive.
11. Labor policies, immigration policy, and minimum wage rules will impact the labor pool across the food chain.
12. A living wage will continue to be an issue for workers within the supply chain.
13. Government regulations and policies affecting food and farm labor will change.
14. Climate change will impact the international supply chain and could profoundly impact WNY as a climate refuge region.
15. There will be competing interests between climate change and environment versus agricultural land use and preservation.
16. While FPC membership will evolve given term limitations, we will identify new members who bring equal passion and commitment and we will make available opportunities for outgoing members to remain active within Working Groups.

SWOT Analysis

The purpose of the SWOT Analysis is to identify the Strengths, Weaknesses, Opportunities, and Threats impacting the Food Policy Council (FPC). Strengths and Weaknesses are focused internally where Opportunities and Threats are focused externally. The following is the outcome of that analysis. Beginning on the next page is a further description of each of the identified Strengths, Weaknesses, Opportunities, and Threats

STRENGTHS

1. Members of the FPC are talented and knowledgeable.
2. There is a commitment to make a County-wide impact.
3. The FPC is doing work to impact the food system.



WEAKNESSES

1. There is a lack of clear direction and governance.
2. There is inconsistent participation from FPC members.
3. The FPC has a vulnerable structure and insufficient resources.
4. The community has a lack of knowledge of who the FPC is and what it does.



OPPORTUNITIES

1. COVID-19 has revealed the importance of the local food system.
2. We can leverage work and support partnerships with existing groups and seek possible integration with funding sources.
3. We can integrate with related efforts such as climate, water, waste, agriculture, and equity.



THREATS

1. Lack of current collaboration among food advocates could limit effectiveness.
2. If the community changes focus or priorities, opportunities for financial and people resources will become limited.

Strengths

Members of the FPC are talented and knowledgeable.

- Members bring passion and commitment to this work.
- There is diversity in expertise.
- There is a broad spectrum of experiences.
- There is a combination of appointed and community members.

There is a commitment to make a County-wide impact.

- Erie County Department of Health is fully behind us.
- The FPC has access to City and County officials.
- There is dedication to the work from members

The FPC is doing work to impact the food system.

- Work groups are making progress.
- FPC members are unbiased and contribute to addressing serious issues.
- Members represent the FPC by participating on other local initiatives.

Weaknesses

There is a lack of clear direction and governance.

- Governance documents, roles and responsibilities, and the process for maintaining documents are not final.
- We are struggling to keep FPC membership engaged due to lack of purpose and unified messaging.
- A lack of direction makes it difficult to decide who to recruit to the FPC.
- There is a lack of ethnic diversity, suburban and rural representation (including farming), youth membership, manufacturing, and food distributors.

There is inconsistent participation from FPC members.

- Not all members are serving on Committees or Working Groups.
- The onboarding process is insufficient.

- lack of attendance at meetings threatens quorum and some perspectives not being heard.
- There is no enforcement of attendance policies.

The FPC has a vulnerable structure and insufficient resources.

- A lack of dedicated resources threatens sustainability.
- We do not have the structure to accept grant money and must rely on others to obtain funding.
- There is a lack of dedicated funding for operations, space, outreach, and marketing.
- There is no dedicated staff as there was in the past, and the difference is noticeable.
- Knowledge gaps are evident when there is FPC Member turnover.
- If the County changes its priorities or current Champions leave, the FPC is at risk.

The community has a lack of knowledge of who the FPC is and what it does.

- The community does not know how to access the FPC, and the FPC has not yet engaged the community.
- The website is not sufficient for what the FPC wants to achieve.
- There is no marketing and communication strategy.

Opportunities

COVID-19 has revealed the importance of the local food system.

- We can help the community to understand the importance of the food system.
- We can build on the momentum of a new understanding and appreciation of the fragility and resilience of the food system.
- We can attract attention of and develop partnerships with the public and private sector who are less engaged today.

We can leverage work and support partnerships with existing groups and seek possible integration with funding sources.

- Public sector, private sector, non-profits, and community-based organizations are doing work in this area.
- We should be looking in the City and throughout the County.

We can integrate with related efforts such as climate, water, waste, agriculture, and equity.

- We can increase our knowledge to find ways to work together on common issues such as climate change.

Threats

Lack of current collaboration among food advocates could limit effectiveness.

- There is competition for funding with less expected to be available.
- Competition could worsen if we don't deliver on our goals.

If there is a change in focus or priorities, opportunities for financial and people resources will become limited.

- The ability to recruit new members will be more difficult if there isn't a strong priority on the food system.
- People may not be able to continue to serve if their organizational priorities change.
- We are at the mercy of the trends of philanthropy and volunteerism.

Strategic Priorities

Based on the mission, vision, assumptions, and SWOT Analysis of Food Policy Council, the FPC has chosen the following two Strategic Priorities to focus on for the three years of this plan:

- **Strategic Priority #1: Design a strong infrastructure**
- **Strategic Priority #2: Build effective relationships within the community**





2021 – 2023 Strategic Plan Overview


The following pages outline the 2021 – 2023 Strategic Plan for the Food Policy Council of Buffalo & Erie County. It is organized around the Strategic Priorities. The Strategic Plan is organized as follows:

- Each Strategic Priority has one or more identified Lag Measures which are the ultimate measurement being used to evaluate the success of the efforts in achieving the Strategic Priority.
- Each Strategic Priority has several Goals listed. The Goals, implemented together, will enable significant progress in accomplishing the Strategic Priorities.
- Each Goal has several Objectives identified enabling completion of the Goal.
- The Timeframe for each Objective is identified by quarter and year of the strategic plan.
- Resources needed to enable the completion of the Goal are listed.
- The overall Owner of the Goal is identified.
- The Team working on the Goal is identified in the first year. Teams will be identified annually.
- Each Goal has one or more Lead Measurements for success, which demonstrate success of that Goal. Lead Measures for each Goal collectively should suggest that Lag Measure will be achieved.


An Annual Plan for each year will guide the activities needed to accomplish the Objectives for each Goal identified in the Strategic Plan.

Strategic Priority Timeline Overview

		1st Q 2021	2nd Q 2021	3rd Q 2021	4th Q 2021	1st Q 2022	2nd Q 2022	3rd Q 2022	4th Q 2022	1st Q 2023	2nd Q 2023	3rd Q 2023	4th Q 2023
Strategic Priority 1: Design a Strong Infrastructure													
G1: Committee and Working Group structure needed to implement the Food Action Plan and operations of FPC is defined and implemented.	Obj1												
	Obj2												
	Obj3												
	Obj4												
	Obj5												
G2: FPC annually adopts bylaws.	Obj1												
	Obj2												
	Obj3												
G3: The meeting structure of the FPC drives accountability, decision-making, and successful support and oversight of the Food Action Plan.	Obj1												
	Obj2												
	Obj3												
G4: FPC creates a document management infrastructure.	Obj1												
	Obj2												
	Obj3												
	Obj4												
G5: FPC determines the structure of its organization and implements what is necessary to accomplish it.	Obj1												
	Obj2												
	Obj3												
	Obj4												
	Obj5												
	Obj6												
Strategic Priority 2: Build effective relationships within the community													
G1: New members are recruited to serve on the FPC and the Food Action Plan.	Obj1												
	Obj2												
	Obj3												
	Obj4												
	Obj5												
G2: A technology and branding infrastructure is developed to support information dissemination and engagement.	Obj1												
	Obj2												
	Obj3												
	Obj4												
	Obj5												
G3: An outreach strategy is developed and executed.	Obj1												
	Obj2												
	Obj3												
	Obj4												
	Obj5												
	Obj6												
G4: An annual outreach event is planned and executed in 2022 and 2023.	Obj1												
	Obj2												



Full color =
Design and initial
implementation



Half color =
ongoing
implementation
and maintenance

Strategic Priority #1: Design a strong infrastructure

Lag Measures: The Food Action Plan has delivered on its plans through 2023. The FPC organizational structure is determined.

Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
1. Committee and Working Group structure needed to implement the Food Action Plan and operations of FPC is defined and implemented.	1.1 Board agrees on Committee and Working Group Structure for the FPC.	1 st Quarter 2021	Resources: Charter templates	<ul style="list-style-type: none"> FPC has a documented vote on desired Committees and Working Groups. All Food Action Plan Working Groups have a member of the FPC on them. All Committees and Working Groups are working from an approved Charter and annual goals.
	1.2 FPC Chairs for each Committee and Working Group are chosen.	2 nd Quarter 2021	Owner: Working Group Committee Chair	
	1.3 Each Committee and Working Group has a Charter and annual goals.	3 rd – 4 th Quarters 2021	Team: Executive Team; Food Action Plan Committee; Committee and Working Group Chairs	
	1.4 Committee and Working Group Charter and Goals are updated annually.	4 th Quarter 2022, 2023		

Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
2. FPC annually adopts bylaws.	2.1 Governance Committee creates a list of governance areas to design for year one and gets approval from FPC.	1 st Quarter 2021	Resources: Sample bylaws; tenure best practices	<ul style="list-style-type: none"> Bylaws reflect the current needs of FPC and its ability to make decisions and advance work. Bylaws revisions reflect the decision made on organizational structure. Process by which decisions are made is documented. Accountability outlined within bylaws is enforced.
	2.2 FPC approves slate of bylaws developed by Governance Committee.	3 rd Quarter 2021	Owner: Governance Committee Chair	
	2.3 FPC reviews, revises as necessary, and approves bylaws annually.	3 rd Quarter 2022, 2023	Team: Governance Committee	

Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
3. The meeting structure of the FPC drives accountability, decision-making, and successful support and oversight of the Food Action Plan.	3.1 The current meeting format and outcomes are evaluated by the FPC.	1 st Quarter 2021	Resources: Meeting management best practices	<ul style="list-style-type: none"> There is a consistent format to meetings and their documents. FPC is up to date on work of Working Groups and Committees.
	3.2 Meeting discipline is implemented to facilitate and track decisions and actions.	2nd Quarter 2021	Owner: FPC Chair	
	3.3 Committee and Work Group efforts are integrated such that the FPC can support efforts.	3 rd – 4 th Quarters 2021	Team: Executive Committee; Governance Committee	
Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
4. FPC creates a document management infrastructure.	4.1 Options for shared and accessible documents are researched.	3 rd Quarter 2021	Resources: Document management best practices Owner: FPC Secretary Team: Executive Team	<ul style="list-style-type: none"> All documents are accessible to the FPC. Ownership for documents is defined.
	4.2 Recommendation made for document management process and product are approved by FPC.	4 th Quarter 2021		
	4.3 Past documents are imported into new platform.	1 st Quarter 2022		
	4.4 Process for saving of documents and map of documents is generated.	1 st Quarter 2022		

Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
5. FPC determines the structure of its organization and implements what is necessary to accomplish it.	5.1 FPC researches what is needed in order to form a 501(c)3.	2 nd – 3 rd Quarters 2022	Resources: Lawyers; Governmental commitments Owner: Chair of Governance Committee Team: Governance Committee; Executive Committee	<ul style="list-style-type: none"> FPC has complete information on options in which to make a firm decision on future of organization. FPC members make decision on type of organization they will be (i.e. 501(c)3) and are executing on a plan to achieve it. Funding for future organization structure is evident.
	5.2 FPC explores with County and City, ongoing commitment to efforts.	2 nd – 3 rd Quarters 2022		
	5.3 Presentation is made to full FPC on options related to 501(c)3, current structure, and alternative structures.	4 th Quarter 2022		
	5.4 FPC makes decision on structure of organization.	1 st Quarter 2023		
	5.5 FPC develops plan to execute on decision.	2 nd Quarter 2023		
	5.6 FPC begins execution of plan.	3 rd – 4 th Quarters 2023		

Strategic Priority #2: Build effective relationships within the community

Lag Measures: The Food Policy Council sponsors and/or supports most of the significant policies within the food system. Relevant community partners are working to accomplish the Food Action Plan.

Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
1. New members are recruited to serve on the FPC and the Food Action Plan.	1.1 Needs within the Food Action Plan and FPC are defined.	1 st Quarter 2021	<u>Resources:</u> <u>Owner:</u> Recruitment Committee Chair <u>Team:</u> Recruitment Committee	<ul style="list-style-type: none"> Diversity is achieved through recruitment efforts. There is a known and consistent process for onboarding new FPC and Working Group members. All Working Groups and the FPC have sufficient numbers. 50% of departing FPC members stay involved in the FPC through Food Action Plan or other efforts.
	1.2 A strategy for meeting needs is developed to recruit members for the FPC and Working Groups.	2 nd Quarter 2021		
	1.3 Recruitment strategy is executed.	2 nd Quarter 2021 and ongoing		
	1.4 A process is in place for keeping people engaged in the FPC after terming off the FPC.	3 rd – 4 th Quarters 2021		
	1.5 An orientation and onboarding process is designed for new FPC members and Working Group members.	3 rd – 4 th Quarters 2022		

Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
2. A technology and branding infrastructure is developed to support information dissemination and engagement.	2.1 A database of organizations doing related work is developed.	3 rd Quarter 2021 – 2 nd Quarter 2022	Resources: Funding for website; Marketing and branding expertise Owner: Outreach Committee Chair Team: Outreach Committee; FPC Secretary	<ul style="list-style-type: none"> FPC has an engaging and recognizable brand used across all platforms. Social media engagement grows by 25% after first year baseline. FPC webpage is updated quarterly. FPC has a stand-alone website (if independent) FPC has a database of organizations in the food system.
	2.2 Branding guidelines for the FPC are developed and approved by FPC.	3 rd – 4 th Quarters 2021		
	2.3 Social media platforms are established with owners and protocols for use and measurement.	1 st Quarter 2022		
	2.4 FPC's webpage is updated to better align with FPC goals.	2 nd Quarter 2022 and quarterly		
	2.5 If FPC becomes an independent organization, an FPC website is developed with a protocol for updates and content.	2 nd – 4 th Quarters 2023		

Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
3. An outreach strategy is developed and executed.	3.1 Goals of outreach strategy are agreed to by FPC.	3 rd – 4 th Quarters 2021	Resources: Lists of who is in the food system Owner: Outreach Committee Chair Team: Outreach Committee; Working Group Chairs	<ul style="list-style-type: none"> Outreach strategy approved by FPC. Outreach strategy brings in new partnerships and collaborations annually. Content from each Working Group is shared through social media platforms monthly. Annual surveys demonstrate needs to inform plans and demonstrates progress. The Food Action Plan has increased involvement from the community year over year.
	3.2 Current and potential partners and collaborators are prioritized for outreach strategy.	3 rd – 4 th Quarters 2021		
	3.3 Outreach strategy is developed to achieve goals and reach prioritized audiences is approved by FPC.	1 st – 2 nd Quarters 2022		
	3.4 Outreach strategy is executed with results reported to FPC.	3 rd Quarter 2022 and ongoing		
	3.5 A monthly calendar of content is developed with input from Food Action Plan groups.	3 rd Quarter 2022 and ongoing		
	3.6 Annual survey is developed and executed to measure success and needs.	3 rd Quarter 2021, 2022, 2023		

Goals	Objectives	Time Frame	Resources/Owner	Lead Measurements
4. An annual outreach event is planned and executed in 2021, 2022, and 2023.	4.1 Goals of outreach event are agreed to by FPC.	1 st Quarter 2021, 2022, and 2023	<u>Resources:</u> Event management; Financial resources	<ul style="list-style-type: none"> Annual attendance increases by 15% over first year numbers. Event advances the priorities of the FPC and/or Working Groups.
	4.2 Plan is developed and executed.	2021, 2022 and 2023	<u>Owner:</u> Outreach Committee Chair <u>Team:</u> Outreach Committee.	



Food Policy Council of Buffalo & Erie County

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